29 Y 4. L11/4: Shrg. 99-717

COMPLETED NOMINATION

S. HRG. 99-717

HEARING

BEFORE THE

COMMITTEE ON LABOR AND HUMAN RESOURCES UNITED STATES SENATE

NINETY-NINTH CONGRESS

SECOND SESSION

ON

LOIS BURKE SHEPARD, OF MARYLAND, TO BE DIRECTOR, INSTITUTE OF MUSEUM SERVICES

JANUARY 31, 1986

ORIGINAL

Printed for the use of the Committee on Labor and Human Resources

U.S. GOVERNMENT PRINTING OFFICE

62-166 O WASHINGTON : 1986

For sale by the Superintendent of Documents, Congressional Sales Office
U.S. Government Printing Office, Washington, DC 20402

3/ CDD

CI

BEST COPY AVAILABLE

99TH CONGRESS

COMMITTEE ON LABOR AND HUMAN RESOURCES

ORRIN G. HATCH, Utah, *Chairman*

ROBERT T. STAFFORD, Vermont
DAN QUAYLE, Indiana
DON NICKLES, Oklahoma
PAULA HAWKINS, Florida
STROM THURMOND, South Carolina
LOWELL P. WEICKER, Jr., Connecticut
MALCOLM WALLOP, Wyoming
CHARLES E. GRASSLEY, Iowa

EDWARD M. KENNEDY, Massachusetts
CLAIBORNE PELL, Rhode Island
HOWARD M. METZENBAUM, Ohio
SPARK M. MATSUNAGA, Hawaii
CHRISTOPHER J. DODD, Connecticut
PAUL SIMON, Illinois
JOHN F. KERRY, Massachusetts

RONALD F. DOCKSAI, *Staff Director*
THOMAS M. ROLLINS, *Minority Staff Director/Chief Counsel*

BEST COPY AVAILABLE

NOMINATION

FRIDAY, JANUARY 31, 1986

U.S. SENATE,
COMMITTEE ON LABOR AND HUMAN RESOURCES,
Washington, DC.

The committee met, pursuant to notice, at 10 a.m., in room SD-340, Dirksen Senate Office Building, Senator Robert T. Stafford presiding.

Present: Senators Stafford, Pell, and Simon.

OPENING STATEMENT BY SENATOR STAFFORD

Senator STAFFORD [presiding]. The committee will come to order.

This morning, first let me welcome to this committee hearing a list of participants in university administration from Algeria, Bahrain, Iraq, Jordan, Lebanon, Sudan, West Bank, and Yemen. We are very pleased that these distinguished representatives of those countries can be with us this morning.

The committee, today, is meeting to discuss the nomination of Lois Shepard as the Director of our Institute of Museum Services.

The Institute of Museum Services is the primary source of operating support for many museums around the country. While its annual appropriation of $21 million may seem small when compared with other Federal programs, these dollars are invaluable in their contribution toward the cultural development in the United States. While the administration has repeatedly, either directly or indirectly tried to eliminate the Institute for Museum Services, we, in the Congress, have just as consistently reconfirmed our support for the program.

Therefore, the nomination of Mrs. Lois Shepard as the Director of the Institute for Museum Services is important to the members of this committee and, we believe, to the entire Senate.

We worked well with the previous Director of the Institute, Mrs. Susan Phillips, and we look forward to working closely with Mrs. Shepard, as well.

I am particularly happy that this morning one of my colleagues, who came to this Congress with me in 1961, and established a friendship even earlier than that which still endures, Senator Mc Mathias, of Maryland, is here to introduce Mrs. Shepard.

STATEMENT OF HON. CHARLES MATHIAS, A U.S. SENATOR FROM THE STATE OF MARYLAND

Senator MATHIAS. Thank you, Your Excellency. [Laughter.]

BEST COPY AVAILABLE

Mr. Chairman, as you say, the administration has had some reservations about this program, but the President is to be congratulated, I think, in having chosen Mrs. Shepard to administer it, because I think it demonstrates that he has set a high standard of excellence for the continuation of the program.

She starts out with the great advantage of being a citizen of Maryland and beyond that, she has demonstrated skills that I think will contribute to the execution of her duties. She has already had a lot of experience as an educator and museums are, among other things, important instruments of education.

But she knows that museums and education in general, cost some money and so, it is important that, among her other experiences, she knows how to raise funds, and to administer funds.

And I believe that with this background, she can assist the Nation's museums to not only maintain their services, in this rather grim period of Gramm-Rudman-Hollings, but to improve them.

I mention the fact that she has had educational experience. It is interesting that she has taught English literature, American literature, and European history in a number of different environments—in Singapore, in Budapest, and here, in Washington, so she understands how different kinds of people approach educational problems.

She has raised extensive funds for civic and political groups, both here and abroad. She has demonstrated her civic awareness, as chairman of Republicans Abroad, which is one of the divisions of the Republican National Committee. She has set an example of energy and initiative by encouraging active political participation and absentee voting by thousands of Americans overseas—a subject in which Senator Pell has had a particular interest.

She is no stranger to the Federal Government, the Federal service. She was appointed as the first representative for overseas Americans at the 1982 White House Conference on the Aging. She arranged the Caribbean Basin Initiative evening at the Organization of American States, and has also worked at the Department of State as an appointed member of the Overseas Schools Advisory Council, which is one of the really important functions for Foreign Service officers, who are constantly concerned about the education that will be available to their children.

So, she does bring really a wealth of experience to this job, and one of the byproducts of her periods of residence overseas, as part of a Foreign Service family, is her opportunity to observe some of the great museums of the world. So that this opportunity, combined with her organizational ability, her administrative experience, provide her really with a unique vantage point to help the museums of America, which are increasingly among the best in the world, to even grow better.

So, I am confident that she will be prepared for the duties, for which the President has nominated her. And I commend her to this committee very highly.

Senator STAFFORD. Thank you very much, Senator. Your recommendation carries a great deal of weight with this committee and let me say for Senator Pell and myself, if you have the time, which you probably do not, but if you do, we would be delighted to have you sit through the rest of this hearing with us, up here, but if not,

BEST COPY AVAILABLE

we understand how busy you are. You probably have other commitments.

Senator MATHIAS. I appreciate that invitation, but I think that Mrs. Shepard can fly on her own.

Senator STAFFORD. I notice that you mentioned Gramm-Rudman, Senator, in passing. The rumor is that Gramm and Rudman are now saying it was all Hollings' idea. And Hollings is saying that Gramm and Rudman subjected him to undue influence in the conception.

Senator MATHIAS. Well, we have had this experience before. I noticed that when it was Kemp-Roth or Roth-Kemp, it depended on the size of the deficit.

Senator STAFFORD. That is right.

I am delighted that my colleague on this committee, Senator Pell, has joined us.

Senator Pell, I had an opening statement and you may have one too.

OPENING STATEMENT BY SENATOR PELL

Senator PELL. Thank you very much, Mr. Chairman.

I am very glad to join with you in welcoming Mrs. Lois Shepard this morning.

We had a discussion together last fall and I remember saying to her at that time, I thought it was the best interest of the Institute to have such a hearing and I am very glad that we are doing it today.

I thank the chairman and Mrs. Shepard for their patience, and their willingness to be here this morning. In my view, at a hearing of this kind, all parties can benefit.

As Mrs. Shepard and our colleagues know, I have had a long interest in the Institute of Museum Services, in fact, it grew out of legislation that I introduced some time ago, about 10 years ago.

And since then, I have sort of done my best to nurture and monitor the growth and success of the Institute. The past few years though, have not been easy ones. The administration and the Congress have sharply differed over the critical role that this Agency plays in presenting and protecting our Nation's museum heritage.

I do not want to see this role diminished. I would be eager to learn the administration's proposal for the IMS when the 1987 budget is transmitted to us next week. And, as in recent years, I would hope that we could oppose any drastic step that could cripple or terminate the Agency. It would be very unfortunate for Mrs. Shepard to move into this challenging position and only 1 week later to be caught in the crossfire of a fight for her very survival.

Before concluding, I want to say for the record, how pleased I was with the leadership Susan Phillips provided as Director of the IMS. Like Mrs. Shepard, Susan Phillips had had no direct experience in a museum-related position before coming to the Institute.

However, after only a few months, she easily grew into her job, became a fine advocate for the museum field, as well as, a superb administrator of this Agency.

BEST COPY AVAILABLE

It is my fervent hope that Mrs. Shepard will undergo a similar enlightment and become an equally effective Director of the Institute of Museum Services.

I know that we have had, privately, Mrs. Shepard's assurances of her support for the Institute, and especially, I wish to hear further from her today on this and other issues as she lets us know what she considers the function of the Museum Services Institute and how she expects to see it continue to develop and grow, if it is beleaguered by the administration in a radical budget cut.

Mr. Chairman, I have a statement from the senior Senator from Massachusetts which I would like to be made a part of the record, at this time.

Senator STAFFORD. Senator Kennedy? Of course, fine, without objection, his statement will be made a part of the record at this time.

[The prepared statement of Senator Kennedy follows:]

PREPARED STATEMENT OF SENATOR EDWARD KENNEDY

Senator KENNEDY. This hearing is convened to consider the nomination of Mrs. Lois Burke Shepard for the position of Director of the Institute of Museum Services.

IMS is a relatively small agency, but it is the only Federal program which provides direct operational support to the various museums across the country. It is widely respected as an effective agency, despite a short and somewhat tumultuous history.

At this juncture, it is imperative that we instill a stable environment on the agency in an effort to develop institutional history and long-term goals.

In this regard, the selection of a permanent head of the IMS is welcome. However, Mrs. Shepard's professional expertise does not have roots in the museum community or in administration. While this background should not necessarily disqualify her from consideration for this position, I will look forward to hearing from Mrs. Shepard about her plans for the agency and I hope that she will offer the committee her personal commitment to its growth and stability at IMS. I hope that she will be willing to work with the committee to define a course for IMS that will be consistent with its mandate, responsive to the museum community, and a viable part of our national cultural policy.

Since its inception I have heard from countless museums in Massachusetts—large and small—regarding their unequivocal support of IMS.

I want to take this opportunity to assure Mrs. Shepard of my strong personal commitment to the Institute of Museum Services. Within the context of the upcoming debate on the budget, I expect that the full Congress will reaffirm its support for IMS once again. I hope that Mrs. Shepard will share our support and will take this position seriously and provide leadership and vision for the IMS.

Senator STAFFORD. Thank you, Senator Pell.

And now, Mrs. Shepard, we would be very glad to hear from you.

BEST COPY AVAILABLE

STATEMENT OF LOIS BURKE SHEPARD, NOMINEE TO BE DIRECTOR, INSTITUTE OF MUSEUM SERVICES

Mrs. SHEPARD. Thank you.

And I would also like to say, for the record, how grateful I am for Senator Mathias' kind words.

Senator STAFFORD. Mrs. Shepard, these are very poor mikes that we have here, and you will need to speak directly into it, very close up.

Mrs. SHEPARD. OK. If I may, I would like to read my opening remarks.

Senator STAFFORD. Certainly.

Mrs. SHEPARD. First, let me say, what a great honor it is for me to appear before this committee as a nominee of the President of the United States. The honor that he has done me in proposing his trust in my abilities, is something that I shall cherish always. It is, as well, a privilege for me to appear before you, in order to hear your concerns and answer your questions so that you may advise the President.

I hope, that as a result of these hearings, you will offer your consent to my nomination as Director of the Institute of Museum Services.

Since I have not yet had the opportunity to work at the Institute, I cannot speak to the day-to-day operations of the agency. I hope to become knowledgeable in that area as soon as possible. I am, however, familiar with the goals of the agency. The task of assisting the Nation's museums in modernizing their methods and facilities in order to conserve our Nation's historic, scientific, and cultural heritage is a noble one, befitting a great nation such as ours.

I fully intend to work toward that goal, with the funds put forth for that purpose. I note, also, that IMS strives to help meet the financial burden of increased public use of these facilities. That tells me that there is an ever- widening interest in our Nation's heritage and that is to be applauded and encouraged.

Since being nominated to the post of Director of IMS, I have been asked many times if I have had experience in museums? The question indicates a misunderstanding of the role of IMS. It is not a museum. It is, rather a Federal agency which makes grants to museums for the purposes mentioned a moment ago.

I believe that my background, as a teacher for many years, and in many parts of the world, has deepened and broadened my commitment to the encouragement of proper presentation of our American heritage to all age groups.

I was also fortunate, as the wife of an American Foreign Service officer, to live among the peoples of many countries and cultures, always mindful that I was representing our own.

I was proud to be able, when walking through the many museums of Greece or Italy, Singapore or Bangkok, to not only appreciate their treasures, but also to discuss with my hosts the vast array of treasures that we have in our own country.

As to my administrative experience, during the last 5 years, I have served as chairman of Republicans Abroad, at the Republican National Committee. In that capacity, I raised funds and oversaw a budget that encompassed programs for committees in over 60 coun-

BEST COPY AVAILABLE

tries. My office dealt with budget preparation, personnel policies and practices, legislative initiatives and procedures worldwide, and public relations.

That experience coupled with the responsibility of representing the interests of overseas Americans to the Congress, the Republican National Committee, the Department of State, and the White House, will, I believe, stand me in good stead in my endeavors to carry out the intent of IMS legislation.

It is my intention, as Director of IMS, to direct all of our resources toward helping museums preserve our heritage and to present it to the people. I firmly believe, that by providing basic operations support, we make it possible, indeed, encourage the private sector to be more forthcoming in program support.

It is my intention to provide professional management of this program which Congress has funded. In that endeavor, I have been assured by both the former Director of IMS and the acting Director that the museum program specialists on the staff are highly motivated and competent. I look forward to working with them.

I am also used to working with a board of directors and reporting to them, as I did, at Republicans Abroad. I look forward to learning the particular interests and expertise of each member of the IMS board. It is my hope that this committee and, eventually, the full Senate, will find my extensive international experience, broad cultural background, and management skills will prove effective in carrying out the mandate of IMS to honor our heritage. Thank you.

Senator STAFFORD. Thank you very much, Mrs. Shepard.

That is a good statement and commendably brief and I note that probably one cause of your ability to be brief is that you were a teacher at Calvin Coolidge High School, at one time.

Mrs. SHEPARD. That is correct.

Senator STAFFORD. Since I grew up only a few miles from where he was born, you know, we like brevity in Vermont.

Mrs. SHEPARD. I understand.

Senator STAFFORD. Let me ask you a boilerplate question or two.

Are you willing, if confirmed, to appear in front of any committee of the Congress that may ask you to do so?

Mrs. SHEPARD. I would be more than willing, sir, I would be glad.

Senator STAFFORD. I note from your statement, completed for Presidential nominees, that you have no financial interests or affiliations that would cause you to be in a conflict of interest position.

Can you confirm that?

Mrs. SHEPARD. I do confirm that.

Senator STAFFORD. Thank you very much.

Senator Pell, do you have some questions?

Senator PELL. Thank you very much.

First, I would like to congratulate Mrs. Shepard and her work in getting out the vote abroad, because, as she may recall, this is a subject that interested us in the Rules Committee, some years ago and we have gotten legislation passed to try to remove the sword of Damocles hanging over the people abroad, that if they did vote, they would be liable to State taxation.

BEST COPY AVAILABLE

I think that legislation played a role, but we still need to do more to get our citizens abroad to exercise their suffrage and you have done an excellent job in that regard.

I think that our Democrats abroad could learn a good deal, I am sure, from your work.

Mrs. SHEPARD. Thank you.

Senator PELL. I would hope to see eventually this suffrage exercised abroad, the same or better, as the suffrage is at home and that is, as we all know, a dismal low.

So, congratulations on that work.

Now, as an individual, you are relatively new in the museum field.

What is your own thought about the need for Federal role or Federal assistance for our Nation's museums?

Mrs. SHEPARD. I believe that it is very important for the Federal Government to show interest in the Nation's culture and scientific and historic heritage. I believe that it is our job to encourage museums to excellence and to do the best possible job to show our cultural history to as many people as possible, both in this country and abroad. We have a great many foreign visitors to this country, as well, and it is one of the great ways that we show what our Nation stands for.

Senator PELL. Now, what will be your modus operandi if, in the budget next week, we find the Institute of Museum Services zero funded?

Mrs. SHEPARD. Well, Senator, as you know, I have not seen the budget. The budget is secret.

Senator PELL. Nor have I.

Mrs. SHEPARD. And I really cannot comment on what might occur. I have had no day-to-day experience at the Institute, I have not been asked for any input on this budget, and so, I simply cannot comment.

Senator PELL. You may be faced with an agonizing situation though. It has happened in other agencies of the Government, which have been associated and as a rule we have been able to ensure the continued life that is required to support cooperation of the individual who is heading that agency to help in that regard.

Now, should the Institute begin the next fiscal year, with a reduced budget, but not zero funded, do you have any kind of programmatic changes in mind, or realignment of the staff that could meet such a reduction?

Mrs. SHEPARD. My understanding is, that the Institute, like everything else in Government, will take the 4.3 percent Gramm-Rudman-Hollings cut.

But, that that will amount to less than a $1 million in the budget and that that will not substantially affect the programs for this year.

Senator PELL. I would add, too, that if there is an effort made to zero fund the budget, I do not want to put you in an embarrassing position, but your predecessors have been faced with similar situations and have fought valiantly but privately to try to keep the agency alive. And speaking as a member of this committee, I would hope very much, that you would do the same.

BEST COPY AVAILABLE

But, as I say, I do not want to embarrass you by asking you publicly what you would do in that case.

In connection with securing this position, and I am inclined to agree with you, that you can be a bit of a generalist and still do a good job, did you go after it, or was the position offered to you?

Mrs. SHEPARD. The position was offered to me, Senator.

Senator PELL. And what would you consider to be the long term goals of the Institute, because you really will be the top museum person in the Federal Government in the United States?

Mrs. SHEPARD. Yes, and I think it is very important. You asked me that question when we talked before and I gave you what I hoped was a good answer at that time, but I have given it a great deal of thought, since you asked me that first.

I really believe that the long-term goals for the agency are to create for it a stronger identity and to be of even greater service to the museum community.

I think that it is terribly important that we encourage private participation in museum affairs; that we assist the museums in every way possible because it is, in fact, their job to preserve our heritage and to present it to the people. And I believe that that is a very important goal.

Senator PELL. How will you choose between museum A, and museum B, and museum C?

Mrs. SHEPARD. Well, I believe that there are very specific grant procedures that I have merely looked over in a briefing book. I am certainly no expert on them, but I have had conversations with the previous director as well as with the acting director, and to my knowledge, they seem to be working quite well.

And I will certainly look to the precedents and procedures that are now in effect.

Senator PELL. Is it your understanding that the present acting Director, who is doing a fine job, that she will stay on with you?

Mrs. SHEPARD. No; I understand that she will not.

Senator PELL. So, do you have any thoughts as to who your deputy will be?

Mrs. SHEPARD. No.

Senator PELL. About how many museums—this, I should know the answer to, but do not—about how many museums received grants last year?

Mrs. SHEPARD. I would have to get back to you on that, I do not have a specific number.

Senator PELL. The size of the grants average what—about $25,000?

Mrs. SHEPARD. Yes, average. I think that the maximum grant was about $75,000 but there were other types of grants that were as low as a $1,000 depending on specific requests.

Senator PELL. And, as with every group, museums have their own professional organization, and have you been able to establish contact yet, with the American Association of Museums?

Mrs. SHEPARD. I have frankly, Senator, hesitated to do anything before this confirmation. I have merely talked to the former Director and the acting Director and have conscientiously not sought out people in the community until after this hearing.

BEST COPY AVAILABLE

Senator PELL. When the hearings are over and presuming that you are confirmed—I know that I intend to vote for you—do you intend to be in touch with the AAM?

Mrs. SHEPARD. Oh, heavens, yes. I would make that a very top priority.

Senator PELL. Because they have, also, very good resources and abilities that should be tapped, I would think.

Mrs. SHEPARD. Of course, I would look to them for a great deal of help and expertise.

Senator PELL. Also, would you or your staff be able to travel to the various professional meetings that the museum community organizes in different regions of the country?

Mrs. SHEPARD. I believe so, and again, I would look forward to that and I credit Susan Phillips with requesting an increased travel budget, in order to facilitate the Director doing that. I think it is terribly important.

Senator PELL. It is very important, indeed, and I hope that you would keep that policy up.

In addition to that, I would hope that you would encourage your staff to travel around the country as well, and be able to disseminate the knowledge that the Institute has.

And would you encourage your staff to do that?

Mrs. SHEPARD. Oh, absolutely.

Senator PELL. In addition to providing its core grants for operating support, IMS is asked to support museum education and conservation. Now, you have had quite a background in education, and I was wondering how you plan to provide a balance between these two areas of museum education, on the one hand, and conservation, on the other hand?

Mrs. SHEPARD. Again, I have not gotten into specifics on that. I think that they are both very important. I am, obviously more familiar with the educational needs of all ages in this country but I believe that the conservation part, which I gather from my briefing material, is a fairly new aspect of the Institute's brief, is very important because if we do not conserve our natural artifacts we will have nothing to present.

So, I think that is a very important part of the work of IMS, and I will certainly give it all of my consideration.

Senator PELL. You are so correct there, because I believe that it would be accurate to say that we lose each year, through climate destruction and other things, more artifacts, more objects d'art, than are created. So, for that reason, there has to be a greater corps of conservators across the country and again, while the Institute of Museum Services is designed to help the operating of the museum, it can also go in this direction.

And I would hope that you would do what you could to push conservation.

Mrs. SHEPARD. I certainly will.

Senator PELL. Good.

That is all the questions that I have at the moment.

Senator STAFFORD. Thank you very much, Senator Pell.

I notice that Senator Simon has come in and Senator, do you have any statements or any questions?

Senator SIMON. I have no formal statement.

BEST COPY AVAILABLE

I have just been glancing through your statement here. I guess that I have two kind of fundamental questions.

One, is the administration has, from time to time, tried to just wipe out the Museum Services program. I think some day we are going to be remembered for, I hope, not for submarines and bombers and other things, but for other things that I hope you will help to preserve.

Do you have a commitment to seeing that this program continues?

Mrs. SHEPARD. Yes, Senator; I do.

Senator SIMON. And as I look—and I have just glanced through very quickly, and forgive me—I may be not noting something that I should, I do not see any background in museum work.

How did you happen to receive the nomination? How did you hear about this, and is there something that I have overlooked, something that is there in the way of background and interest in museum programs?

Mrs. SHEPARD. As I had stated, I believe that I was asked by the President to take this assignment because of my administrative ability and not because of a museum background, because the Institute, as you know, is not a museum, it administers Federal funds. And it is a Government agency.

And I believe that it was also felt, at least this is what I was told, that it was also felt that because of my rather unique background in the international affairs, and with a broad cultural background, that I would bring to this position an appreciation for our cultural heritage, which, after all, I have spent my entire adult life representing abroad.

Plus the fact, that I have been a teacher for many years with the field of history and American literature and culture. So, I feel very strongly about those and feel very strongly about what we do leave to our children.

Senator SIMON. I like your attitude.

Let me just, if I may, pursue it further. Did they come to you and say, we have this job available, we would like you to do it, or did you hear about it and go to them and say I am really interested in doing this?

How did this happen?

Mrs. SHEPARD. They came to me, Senator. I received a call and was told about the—the position was not free, so that I had no idea that it was even available, therefore, I could not go after it.

But I was called and told that it was going to be coming free, and would it be something that I would be interested in pursuing?

And I said, absolutely.

Senator SIMON. I have no further questions, Mr. Chairman, thank you very much.

Senator STAFFORD. Thank you very much, Senator Simon, and Senator Pell.

Senator PELL. Thank you very much, Mr. Chairman.

I have one further question.

The National Museum Act, which came out of the legislation which I introduced along with the Museum Services Institute, provides, as you know, in the Smithsonian, for its administration, I believe that the sum of money is about $800,000 last year.

BEST COPY AVAILABLE

And much smaller an amount than the IMS, which had $21 million, last year, which $3 million of that was for conservation.

What do you visualize your relationship, if any, with the organization set up under the Smithsonian under the National Museum Act?

Mrs. SHEPARD. Again, I am not, I cannot be specific on that, but I do know that one of the duties of the Director of IMS is to coordinate all of our activities with the National Endowment for the Arts, Humanities and the Smithsonian, and the Science Foundation and I would look forward to doing that.

Senator PELL. When you say, coordinate all of those activities, what do you mean by coordinate?

Mrs. SHEPARD. I mean we want to make sure that there is no overlap in the grants, and in the types of things that are being done in the various agencies.

Senator PELL. Now, going to the amount of money that IMS has, $21 million, of which $3 million is for conservation, does that seem the right ratio, or do you think that it ought to be raised for conservation, lessened for the rest of it?

Mrs. SHEPARD. I am afraid that I would really have to study that and get back to you with a response on that.

Senator PELL. It would seem to me that perhaps the ratio should be made a little bit more even, in view of the importance of conservation.

Mrs. SHEPARD. It very may well be.

Senator PELL. I have no further questions. Thank you.

Senator STAFFORD. Thank you, Senator Pell.

I might say that some of our Senators who cannot be here this morning, but are on this committee, may well have a question or two that they could submit in writing and, without objection, I would reserve the right for Senators to submit questions to you in writing. I might say, the sooner that you can respond to them, if they come, the sooner we can act on your nomination.

Mrs. SHEPARD. That will be fine.

[Mrs. Shepard's biographical sketch and responses to additional questions follow:]

BEST COPY AVAILABLE

STATEMENT FOR COMPLETION BY PRESIDENTIAL NOMINEES

PART I: ALL THE INFORMATION IN THIS PART WILL BE MADE PUBLIC

Name: SHEPARD (LAST) LOIS (FIRST) BURKE (OTHER)

Position to which nominated: DIRECTOR, INSTITUTE OF MUSEUM SERVICES Date of nomination: NOVEMBER 12, 1985

Date of birth: 1 (DAY) FEB (MONTH) 1938 (YEAR) Place of birth: HARTFORD, CONNECTICUT

Marital status: MARRIED Full name of spouse: WILLIAM SETH SHEPARD

Name and ages of children: STEPHANIE LEE SHEPARD (AGE 23)
CYNTHIA ROBIN SHEPARD (AGE 22)
KAREN BURKE SHEPARD (MAY 3, 1966 - JUNE 16, 1980)

Education:

Institution	Dates attended	Degrees received	Dates of degrees
VASSAR COLLEGE	1957-1959	B.A.	1959
UNIVERSITY OF VIENNA	SUMMER 1958	CERTIFICATE	1958
HARTFORD COLLEGE FOR WOMEN	1955-1957	A.A.	1957
FOREIGN SERVICE INSTITUTE, DEPARTMENT OF STATE	1969-1970	CERTIFICATE IN HUNGARIAN	1970
	1978	" GREEK	1978

Honors and awards: List below all scholarships, fellowships, honorary degrees, military medals, honorary society memberships, and any other special recognitions for outstanding service or achievement.

NATIONAL HONOR SOCIETY - HIGH SCHOOL
OUTSTANDING HISTORY SCHOLAR - HARTFORD COLLEGE
OUTSTANDING TEACHER AWARD - AMERICAN SCHOOL, SINGAPORE
STATE DEPARTMENT COMMENDATION (FOR SAVING A CHILD'S LIFE IN SINGAPORE)
AMERICAN AMBASSADOR'S AWARD FOR COMMUNITY SERVICE - ATHENS
DESIGNATED AS ONE OF OUTSTANDING REPUBLICAN WOMEN - DALLAS, 1984

BEST COPY AVAILABLE

Memberships: List below all memberships and offices held in professional, fraternal, business, scholarly, civic, charitable and other organizations for the last five years and any other prior memberships or offices you consider relevant.

Organization	Office held (if any)	Dates
AMERICAN WOMEN'S CLUB OF ATHENS	CHAIRMAN WAYS & MEANS	1978 - 1980
STATE DEPARTMENT WIVES CLUB	MEMBER	1968 - 1978
WOMEN'S AUXILIARY, AMERICAN ASSOCIATION OF SINGAPORE	MEMBER	1965 - 1967
SINGAPORE AMERICAN CLUB	MEMBER	1965 - 1967
CAPITOL HILL CLUB	MEMBER	1981 - PRESENT
HARVARD LAW WIVES CLUB	MEMBER (BOARD)	1960 - 1961
POTOMAC, MD, FEDERAL CREDIT UNION	MEMBER	1983 - PRESENT

Employment record: List below all positions held since college, including the title or description of job, name of employer, location of work, and dates of inclusive employment.

CHAIRMAN, REPUBLICANS ABROAD, REPUBLICAN NATIONAL COMMITTEE JANUARY 1981 - APRIL 1983

COLDWELL BANKER, FOXHALL RD., WASHINGTON AUGUST 1982 - PRESENT

CO-DIRECTOR FOR OVERSEAS AMERICANS, 1980 REAGAN/BUSH HQ.

PANORAMA REAL ESTATE (1977 - 1978, NORFOLK AVENUE, BETHESDA; 1978 - 1980, ATHENS, GREECE)

TEACHER AND DEAN OF WOMEN, HARKER PREPARATORY SCHOOL, POTOMAC, MARYLAND (JANUARY 1969 - JUNE 1977)

TEACHER, CALVIN COOLIDGE HIGH SCHOOL, WASHINGTON, D.C. (SEPTEMBER 1968 - JANUARY 1969)

TEACHER, SINGAPORE AMERICAN SCHOOL (SEPTEMBER 1966 - JUNE '67)

TEACHER, PLEASANT VALLEY ELEMENTARY SCHOOL, SOUTH WINDSOR, CONNECTICUT (SEPTEMBER 1959 - JUNE 1960)

BEST COPY AVAILABLE

Government experience: List any advisory, consultative, honorary or other part-time service or positions with Federal, State, or local governments other than those listed above.

OVERSEAS SCHOOLS ADVISORY COMMISSION OF THE DEPARTMENT OF STATE - MEMBER 1982 TO DATE

DELEGATE REPRESENTING OVERSEAS AMERICANS - 1982 WHITE HOUSE CONFERENCE ON AGING

Published writings: List the titles, publishers and dates of books, articles, reports or other published materials you have written.

Political affiliations and activities: List all memberships and offices held in or financial contributions and services rendered to all political parties or election committees during the last five years.

CHAIRMAN, REPUBLICANS ABROAD INTERNATIONAL, RNC 1981 - 1985 (CURRENTLY ON BOARD OF DIRECTORS AS PAST CHAIRMAN)

EXECUTIVE COMMITTEE, REPUBLICAN NATIONAL COMMITTEE 1981 - 1985

DIRECTOR OF AMERICANS ABROAD FOR REAGAN/BUSH 1984

CO-DIRECTOR, OVERSEAS AMERICANS FOR REAGAN/BUSH 1980

MY DUTIES AS R.A.I. CHAIRMAN INCLUDED ORGANIZING VOTING ACTIVITIES FOR THE OVER FIVE MILLION AMERICANS LIVING ABROAD, SUPERVISING 64 COUNTRY CHAPTERS, LIAISON WITH THE WHITE HOUSE, MEMBERS OF THE CONGRESS AND THE REPUBLICAN NATIONAL COMMITTEE REGARDING CONCERNS OF AMERICANS ABROAD. I SUPERVISED ALL R.A.I. STAFF, AN ANNUAL $200,000 BUDGET, AND CONDUCTED WORLD-WIDE REGISTRATION DRIVES FOR VOTERS.

MY POLITICAL CONTRIBUTIONS ARE $150 (MARYLAND GOP 1985), $25 PER YEAR FOR RNC MEMBERSHIP 1981 - 1984, AND AN AVERAGE $200 TO THE RNC AS POLITICAL CONTRIBUTIONS DURING THE SAME PERIOD.

BEST COPY AVAILABLE

Future employment relationships:

1. Indicate whether you will sever all connections with your present employer, business firm, association or organization if you are confirmed by the Senate.

I LEFT REPUBLICANS ABROAD ON MAY 1, 1985.

2. State whether you have any plans after completing government service to resume employment, affiliation or practice with your previous employer, business firm, association or organization.

NO

3. Has a commitment been made to you for employment after you leave Federal service?

NO

4. Do you intend to serve the full term for which you have been appointed or until the next Presidential election, whichever is applicable?

YES

Potential conflicts of interest:

1. Describe any financial arrangements, deferred compensation agreements or other continuing financial, business or professional dealings with business associates, clients or customers who will be affected by policies which you will influence in the position to which you have been nominated.

THERE ARE NONE.

2. List any investments, obligations, liabilities, or other financial relationships which constitute potential conflicts of interest with the position to which you have been nominated.

NONE.

BEST COPY AVAILABLE

3. Describe any business relationship, dealing or financial transaction which you have had during the last five years whether for yourself, on behalf of a client, or acting as an agent, that constitutes a potential conflict of interest with the position to which you have been nominated.

NONE.

4. List any lobbying activity during the past 10 years in which you have engaged for the purpose of directly or indirectly influencing the passage, defeat or modification of any Federal legislation or of affecting the administration and execution of Federal law or policy.

IN MY CAPACITY AS CHAIRMAN OF REPUBLICANS ABROAD, INTERNATIONAL, I SUBMITTED WRITTEN VIEWS TO THE CONGRESSIONAL COMMITTEE INVOLVED WITH THE PRESIDENT'S TAX REFORM BILL OF 1981 IN SUPPORT OF HIGHER TAX LIMITATIONS ON OVERSEAS AMERICANS. THIS WAS SUBSEQUENTLY INCORPORATED INTO THE BILL.

5. Explain how you will resolve any potential conflict of interest that may be disclosed by your responses to the above items.

THERE ARE NONE.

BEST COPY AVAILABLE

Senator Kennedy's Questions to Mrs Lois Burke Shepard, Nominee for Director of the Institute of Museum Services

31 January, 1986.

1. What were your duties as Chairman of Republicans Abroad at the Republican National Committee?

My duties as Chairman of Republicans Abroad International were to supervise 64 country chapters, and maintain liaison with the White House, State Department, Republican National Committee and Congress regarding the concerns of overseas Americans.

As Chairman of Republicans Abroad my primary responsibility was to work towards enfranchising millions of Americans who live overseas and encourage them to vote.

2. What size staff did you supervise? What size budget did you administer?

The immediate office staff in RAI's Washington office varied from a low of three to up to 15 during election years. Country Chairmen and committee officers under my direction ranged from 14 when I took office in 1981, to 64 when I left the position in May of 1985.

The total operating budget for 1984-1985 was $200,000, including RNC support and money raised from outside sources.

3. Was this a salaried position? If so, what was the salary?

The position of Chairman is an unsalaried position, but I was also Executive Director which was a salaried position. The salary varied from year to year. In 1984-1985, I was paid $54,000. This was the highest salary I received during my time at Republicans Abroad.

BEST COPY AVAILABLE

Questions submitted by Senator Kennedy

4. What previous experience do you have or interest have you demonstrated with museums and/or museum administration?

It is my intention to provide professional management of this program which Congress has funded. In that endeavor, I have been assured by both the Former Director of IMS and the Acting Director that the museum program specialists on staff are highly motivated and competent. I look forward to working with them.

I believe that my background as a teacher for many years and in many parts of the world has deepened and broadened my commitment to the encouragement of proper presentation of our American heritage to all age groups. I was also fortunate as the wife of an American Foreign Service Officer to live among the peoples of many countries and cultures always mindful that I was representing our own. I was proud to be able when walking through the many museums of Greece or Italy, Singapore or Bankok, to not only appreciate their treasures, but also to discuss with my hosts the vast array of treasures we have in our own country.

5. Do you feel your limited experience in the museum community will be detrimental to the grant-making process at IMS?

Please see answer to Question #4.

Please see also answer to Senator Dodd's Question #3.

BEST COPY AVAILABLE

Questions submitted by Senator Kennedy

6. Do you support the proposals by the Administration to eliminate federal funding for the Institute of Museum Services?

I believe in the goals of IMS to assist the nation's museums in modernizing their methods and facilities in order to conserve our nation's historic, scientific and cultural heritage. I fully intend to work toward that goal with the funds put forth for that purpose.

I believe it is up to the Administration to propose and the Congress to act upon budget requests. I shall do my best to properly administer whatever funds are made available.

7. What levels of federal support do you feel are needed to help America's museums?

I believe that America's museums need federal support, but that support need not be limited to financial support. I hope to continue the programs started by my predecessor of encouraging accountants and lawyers to donate their time and expertise to museums.

I will look toward many other projects over the next few years which will increase participation of the private sector.

BEST COPY AVAILABLE

Senator Kennedy's Questions

8. Do you support the recent legislation reauthorizing the Institute of Museum Services? Specifically, do you support the provision restricting the membership on the Museum Services Board so that no state will have more than three members serving at a time?

Yes, I support the recent legislation reauthorization of IMS.

I believe that the President ought to have the maximum flexibility in the appointment of the members of the Board. As Director, I will carry out the laws pertaining to the administration of IMS.

9. Will you assume an active role in submitting names to the President for consideration for this Board so that membership will be representative and of the highest quality?

Please see answer to Question #8.

10. In assuming this position, what goals do you have for yourself and for the agency?

I believe the stated goals of the agency, to encourage and assist museums in modernizing their methods and facilities so that they may be better able to conserve our nation's historic, scientific and cultural heritage, and to meet the financial burdens resulting from increased use by the public, are proper and I support them.

My own goals are to give the agency a stronger identity and to encourage even greater service to the museum community.

BEST COPY AVAILABLE

Questions for Lois Burke Shepard, Nominee
for Director of the Institute of Museum Services

Submitted by Senator Dodd
Friday, January 31, 1986.

1. According to your resume, you have taught at various schools, including Harker Preparatory School in Potomac, Maryland. Have you ever had non-teaching experience in areas of management and administration on a salaried basis (versus volunteer work)?

*** *** *** ***

As well as a full time teacher I was also Dean of Women at Harker Preparatory School. In that capacity I supervised and counselled young women and their families.

As to my administrative experience, during the last five years, I have served as Chairman of Republicans Abroad at the Republican National Committee. In that capacity I raised funds and oversaw a budget that encompassed programs for committees in over 60 countries. My office dealt with budget preparation, personnel policies and practices, legislative initiatives and procedures worldwide, and public relations. That experience, coupled with the responsibility of representing the interests of overseas Americans to the Congress, the Republican National Committee, the Department of State and the White House will, I believe, stand me in good stead in my endeavors to carry out the intent of the IMS legislation.

2. From 1981 to 1985, you were Chairman of Republicans Abroad. Could you tell us what your responsibilities included? Was this a paid, full-time position? How much money did that office help to raise?

***

See answer to Senator Kennedy's Questions #1, 2 and 3.

It is impossible to put an actual dollar amount on what Republicans Abroad International helped to raise because funds were raised for many different entities. Funds were raised in and for each of the over 60 country committees. Funds were raised for the expenses of RAI headquarters. Funds were raised for the Republican National Committee and Congressional Committee as well as for candidates.

BEST COPY AVAILABLE

Questions submitted by Senator Dodd, cont'd.

3. Your resume lists no art or museum education and/or professional experiences. Do you view this as a handicap as the proposed nominee for a $2] million agency whose sole purpose is to provide federal support to the country's museums and cultural organizations?

***

No, I do not. IMS is not a museum, it is a federal agency which makes grants to museums to help preserve our heritage and present it to the people. I believe that my background of teaching and representing America's culture both at home and abroad give me a greater appreciation for our museums and cultural organizations. This appreciation will be coupled with my proven expertise in management of a large organization --my record at Republicans Abroad includes overseeing over 60 country committees (see Question #]). Further, I feel it is a benefit not to have any past associations with the museum community in that I will go into this position with no preconceived bias concerning grant recipients.

I would like to emphasize that part of the original purpose of IMS is to assist museums in the educational role, in conjunction with formal systems of elementary, secondary, and post-secondary education and with programs of nonformal education for all age groups. My experience as an educator should stand me in good stead for carrying out that purpose.

4. Could you tell us what professional organizations (versus social organizations) you have been active in recently that may relate to museums or to management?

***

None.

BEST COPY AVAILABLE

Questions submitted by Senator Dodd, cont'd.

5. As you are probably aware, the IMS has been through turbulent times. The next director will be the seventh person to head this agency since it was created in 1976. What do you intend to do to provide stability to the IMS?

***

I intend to continue many of my immediate predecessors' initiatives particularly in regard to further involving the private sector in museum affairs. I will work closely with NEA and NEH as well as the Smithsonian Institution and the National Science Foundation to ensure proper coordination of projects and plans regarding museums.

Also, IMS is fortunate to have a solid nucleus of professional staff people who provide continuity with regard to the programs and the agency's grant process. I intend to work closely with this staff.

6. In each of the last five years, President Reagan has attempted to eliminate funding for the IMS. What are your views on the funding and continuation of the agency?

The funding for the Institute is proposed by the President and acted upon by the Congress. I pledge to administer to the best of my ability whatever funds are made available for this purpose. I also propose to further encourage private sector funding and involvement with IMS.

7. What experience do you have in working with the federal grant-making process?

As a member of the Overseas Schools Advisory Committee of the Department of State, I have been part of a team effort to fund grants for specific programs to benefit American students abroad.

BEST COPY AVAILABLE

Questions submitted by Senator Dodd, cont'd.

8. Could you briefly describe your personal philosophy with respect to federal funding for the arts?

I believe that in the best of times federal funding for the arts should be encouraged with certain reservations. As one who has lived "behind the iron curtain", I have seen at first hand the heavy handed power of government funding. We must continue our efforts to be sure that excellence and freedom in the arts are maintained. It is also clear to me that some federal funding serves the objective of not only helping to conserve and present our culture, but also to encourage private participation. I welcome that participation.

At this time, however, of massive budget deficits, it is the President's responsibility to set national priorities. All of us, individuals and museums alike, will be better off when those deficits are substantially reduced. Taxpayers have a right to expect federal agencies to make hard choices.

9. What role will you play in suggesting nominees for the five vacancies for the National Museum Services Board of the IMS? If you were making these appointments, what criteria would you use in your selection of nominees?

Please see answer to Senator Kennedy #8.

BEST COPY AVAILABLE

Questions for Lois Burke Shepard, Nominee
for Director of the Institute of Museum Services

Submitted by House Government Activities
and Transportation Subcommittee

Friday, 31 January, 1986.

1. According to your resume, you have taught at various schools, including Harker Preparatory in Potomac which has 100 students. Could you tell us what other non-teaching experience you have had in management and administrative work on a salaried basis (versus volunteer work)?

See answer to Senator Dodd's Question #1.

2. From 1981 to 1985, you were Chairman of Republicans Abroad. Could you tell us what your responsibilities included? Was this a paid, full-time position? How much money did that office help to raise?

See answer to Senator Dodd's Question #2.

3. Your resume lists no art or museum education and/or professional experiences. Do you view this as a handicap as the proposed nominee for a $21 million agency whose sole purpose is to provide federal support to the country's museums and cultural organizations?

See answer to Senator Dodd's Question #3.

4. Could you tell us what field of studies your degree from Vassar was in?

***

At Vassar, I majored in History and did my minor studies in English and Political Science.

BEST COPY AVAILABLE

Questions submitted by House Gov't Activities and Transportation Subcommittee

5. As you are probably aware, this agency has had many turbulent times. The next director will be the seventh person to head this agency since it was created in 1976. What do you think you can do to provide stability to this agency?

See answer to Senator Dodd's Question #5.

6. For the last five years, President Reagan has attempted to eliminate any funding for the IMS. In this era of Gramm Rudman, all programs will be cut back. What views do you have on the funding and continuation of this agency?

See answer to Senator Dodd's Question #6.

7. What experience do you have in working with the federal grant-making process?

See answer to Senator Dodd's Question #7.

8. Could you briefly tell us what your personal philosophy is regarding federal funding for the arts?

See answer to Senator Dodd's Question #8.

9. What role will you play in suggesting nominees for the five vacancies for the National Museum Services Board of the IMS?

See answer to Senator Dodd's Question #9.

10. Could you tell us what professional organizations (versus social organizations) you have been active in recently that may relate to museums or to management?

See answer to Senator Dodd's Question #4.

BEST COPY AVAILABLE

Senator STAFFORD. All right, if there is nothing further, the Committee will stand adjourned.

Mrs. SHEPARD. Thank you very much.

[Whereupon, the committee was adjourned at 10:32 a.m.].

BEST COPY AVAILABLE